

OLYMPIC
DELIVERY
AUTHORITY

Gender Equality Scheme

2007 – 2010

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Foreword by Sir Roy McNulty

The overarching vision for the London 2012 Olympic Games and Paralympic Games is to host an inspirational, safe and inclusive games and leave a sustainable legacy for London and the UK.

The Olympic Delivery Authority's (ODA) central job is to deliver the park, new venues and infrastructure for the 2012 Games on time and on budget. As a public body we have a statutory duty to find appropriate ways of promoting gender equality as we go about doing that central job.

The ODA is conscious of the findings of the Women and Work Commission, that women are crowded into a narrow range of lower-paying occupations which do not make the best use of their skills. That pattern of occupational segregation, plus lower levels of qualifications and skills among older women, time out of the labour market, the greater incidence of part-time working among women, and last but not least, discrimination – all these combine to create a pattern of lower pay and fewer job opportunities for women overall.

We are aware that these issues are multi-faceted and deep-rooted and require action on many fronts. In this Gender Equality Scheme we set out our plans for what the ODA can do to contribute to the solution, and how we will work with our partners to create a stronger force for change.

Our core business, construction, is one of those areas of the economy which is heavily male dominated. It is not an area where women have traditionally sought work and careers. Yet it is also an area suffering from skills and labour shortages. We believe that encouraging more women into construction will assist in solving that skills shortage.

We intend to take steps with our partners to encourage more women to work in construction. We will take steps to ensure that women feel completely welcome working on our sites. We will provide the essential onsite work experience to women who have previously gained construction qualifications, but have been unsuccessful in gaining the necessary work experience to gain sustainable employment in construction. We will also work with a range of partners to contribute toward a programme to tackle the wider barriers to women playing a greater part in construction. For example, we hope to work with our partners in the five host boroughs and our contractors to showcase women's contribution to designing and building the Olympic venues and Olympic Park. We also hope to encourage young women and women returners¹ in the local area to consider a career in construction.

In doing these things we recognise that we will be playing only a small part in tackling occupational gender segregation. However, we believe that our contribution can be significant in providing a model and catalyst for change across the wider construction industry. Our contribution can be even greater if taken up by other public bodies as part of a wider programme to combat occupational gender segregation. We hope other partners will collaborate with us to ensure this magnifying effect does occur.

Sir Roy McNulty
Acting Chair of the Olympic Delivery Authority

¹ Women returning to work after a break in order to have child and/or care for children and dependent relatives

1 INTRODUCTION

- 1.1 This document is the Gender Equality Scheme (GES) of the Olympic Delivery Authority (ODA). It sets out the ODA's objectives and arrangements for promoting gender equality.
- 1.2 The ODA published its draft Equality and Diversity Strategy in January 2007. The strategy sets out the ODA's aims and desired outcomes in relation to race, gender and disability equality. The GES is based upon that draft strategy, which is being finalised after a period of public consultation and will be published in its final form in Summer 2007.
- 1.3 The GES is structured as follows:
- Background to the ODA and the context in which it operates (para. 2)
 - ODA's legal obligations in relation to gender equality (para. 3)
 - Women's employment situation (para. 4)
 - Women in construction (para. 5)
 - ODA's overarching Equality and Diversity Strategy (para. 6)
 - ODA's gender equality objectives (paras. 7 - 11)
 - Monitoring gender equality (para.12)
 - Gender equality impact assessment (para.13)
 - Consultation (para.14)
 - Delivery arrangements (para.15)

2 BACKGROUND: THE OLYMPIC DELIVERY AUTHORITY

2.1 Vision

The overall vision for the 2012 Olympic Games and Paralympic Games, agreed by the Olympic Board² is:

To host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

The four resulting strategic objectives are:

1. To stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public.
2. To deliver the Olympic Park and all venues on time, within agreed budget and to specification, minimising the call on public funds and providing for a sustainable legacy.
3. To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in east London.
4. To achieve a sustained improvement in UK sport before, during and after the Games, in both elite performance – particularly in Olympic and Paralympic sports – and grassroots participation.

2.2 The Olympic Delivery Authority

The ODA is an Executive Non-Departmental Public Body accountable to the Secretary of State for Culture, Media and Sport. It was established by the London Olympic and Paralympic Games Act 2006 on 30 March 2006.

The ODA's mission is:

To deliver venues, facilities, infrastructure and transport on time for the London 2012 Olympic Games and Paralympic Games that are fit-for-purpose and in a way that maximises the delivery of a sustainable legacy within the available budget.

The ODA is a relatively small organisation, growing to around 200 employees, commissioning work from designers, contractors, consultants, delivery partners, and other organisations to design and construct the Olympic Park, venues, and infrastructure, the facilities at Weymouth and Portland, and Broxbourne, and to provide the transport infrastructure associated with the Olympic Park. The ODA's Delivery Partner is CLM. CLM will assist the ODA in managing the design and construction

² The Olympic Board comprises representatives of the Department for Culture, Media and Sport (DCMS), the Greater London Authority (GLA), the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG) and the British Olympic Association (BOA). It is jointly chaired by the Secretary of State and the Mayor of London. It is responsible for coordinating the work of LOCOG and the ODA, resolving and determining issues raised by members and ensuring a sustainable legacy following the Games.

programme and delivery of the Olympic Park and venues. The ODA also works with additional transport delivery partners in the delivery of its transport programme, including Network Rail and Transport for London.

2.3 Working with partners

As the body responsible for the design and construction of the Olympic Park and venues, and associated infrastructure, the ODA has a key role to play in delivering equalities outcomes associated with the Games. The organisations listed below are key organisations which the ODA is working in partnership with to deliver its equalities aims. These organisations are key to delivering the Games and the wider benefits associated with the Games and also have, or are developing, their own equalities related activities.

- the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) responsible for the staging, planning and hosting of the Games
- the Greater London Authority (GLA) which is responsible for maximising the economic, social, health and environmental benefits the Games bring to London and all Londoners
- the Department for Culture, Media and Sport (DCMS) which is responsible for maximising the economic, social, health and environmental benefits the Games bring the UK
- the London Development Agency (LDA) which is leading the land acquisition activity on the Olympic Park and is funding a package of employment, training and business support in the five Host Boroughs³ surrounding the Olympic Park through the Local Employment and Training Framework (LETF)
- the five Host Boroughs, as representatives of local people, communities, business and knowledge and partners in running the Local Labour and Business Scheme
- Transport for London and other transport delivery agencies such as Network Rail, Highways Agency and British Airport Authority (BAA), who are responsible for delivery of necessary transport improvements
- agencies involved in employment, skills, and business support initiatives – including the Learning and Skills Council, Jobcentre Plus, ConstructionSkills, SummitSkills and other sector skills councils
- the Confederation of British Industry, Trades Union Congress and key unions, representing employers and employees, working to promote equality among construction employers and trades unions
- the voluntary and community sector, including Women and Manual Trades and the UK Resource Centre for Women in Science, Engineering and Technology.

³ Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest

3 CONTEXT: STATUTORY DUTIES TO PROMOTE GENDER EQUALITY

3.1 Duty to promote gender equality

The ODA's statutory duties to promote gender equality arise from the Sex Discrimination Act 1976⁴, as amended by the Equality Act 2006. The ODA was listed, along with other public bodies, in a Parliamentary Order of November 2006⁴ which laid down the specific duties to promote gender equality.

3.2 General Duty

The ODA has a duty to have due regard, in carrying out its functions, to the need to:

- eliminate unlawful sex discrimination and sexual harassment
- promote equality of opportunity between women and men.

The weight which the ODA gives to gender equality should be proportionate to its relevance to a particular function. The ODA has considered the extent to which gender equality is relevant to its functions, and has determined its gender equality objectives accordingly.

The duty applies equally to functions which the ODA carries out itself, and those functions which it contracts out to other bodies. The ODA requires all its contractors to take appropriate action to promote gender equality.

As part of this duty the ODA is required to have due regard to the need to eliminate unlawful discrimination and harassment against people who intend to undergo, are undergoing or have undergone gender reassignment. The ODA requires all its contractors to comply with the Gender Reassignment Regulations 1999, which outlaw discrimination in employment on the basis of gender reassignment.

3.3 Specific Duties

The ODA has a specific duty to publish a Gender Equality Scheme (GES). The GES must show how the ODA intends to meet the general and specific duties and set out its gender equality objectives, which are detailed in paragraph 7.1.

In formulating its overall gender equality objectives, the ODA must consider the need to have objectives to address the causes of any gender pay gap. The outcome of the ODA's considerations in this regard is described in paragraph 11.5.

In preparing its GES the ODA must:

- consult employees, service users and others (including trade unions). The steps the ODA has taken regarding consultation are outlined in paragraph 15
- take into account any information it has gathered or considers relevant to how its policies and practices affect gender equality in the workplace and in the delivery of its functions.
- The GES must set out the actions the ODA has taken or intends to take to gather information on the effect of its policies and practices on men and women in its employment and on the performance of its functions

⁴ The Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006 Statutory Instrument 2006 No. 2930 came into force on 6 April 2007.

- use the information gathered to review the implementation of the scheme's objectives
- assess the impact of its current and future policies and practices on gender equality
- consult relevant employees, service users and others (including trade unions)
- ensure implementation of the scheme's objectives.

The ODA must:

- implement its identified gender equality objectives within three years of publishing its GES (unless unreasonable or impracticable)
- publish an annual report summarising the actions it has taken toward achieving its gender equality objectives. This may be published as part of another published document
- review its GES within three years and publish a revised scheme.

4 CONTEXT: WOMEN AND EMPLOYMENT

- 4.1 The context in which the ODA approaches its duty to promote gender equality is one where differences in the economic and employment situation of men and women persist, despite some significant changes over the last three decades. Since 1975, men's employment has declined from around nine out of ten to eight out of ten (79 per cent) for men of working age. At the same time women's employment has increased from around six out of ten to seven out of ten (79 per cent) for women of working age⁵.
- 4.2 Female economic activity rates vary slightly between the UK (45 per cent), London (44 per cent) and the five Host Boroughs (42 per cent)⁶. This variation is almost certainly due to the differing economic activity rates of some groups of minority ethnic women who form a greater part of the population of the five Host Boroughs. By 2011 the Black, Asian and minority ethnic population will comprise around 45 per cent of the total working age population in the five Host Boroughs.
- 4.3 Pakistani and Bangladeshi women are less likely to be employed or actively seeking employment than other groups of women. Thirty per cent of Pakistani women and 27 per cent of Bangladeshi women in the UK are economically active, compared to 73 per cent of Black Caribbean women, 72 per cent of White British women and 83 per cent of White British men⁷.
- 4.4 Only 18 per cent of Pakistani and Bangladeshi women in the five Host Boroughs were in employment in 2001. Employment rates for black⁸ and mixed⁹ women were similar to the rate for white women (54 per cent), while white men had the highest employment rate (64 per cent)⁵.
- 4.5 Among Pakistani and Bangladeshi women, however, there is a significant difference between the generations. Among those born in the UK, the second generation, the proportion of women who are economically active is double that of the first generation of women. Young Pakistani, Bangladeshi and Black Caribbean women have similar expectations to White women. They are doing well at school and want to have a successful career, but they face additional barriers in the form of discrimination, higher risk of unemployment and fewer prospects of promotion⁶.
- 4.6 Forty-two per cent of all working women in the UK work part-time, compared to just nine per cent of working men. While changes have taken place in the extent to which men share caring responsibilities, 57 per cent of all working women, compared to 23 per cent of all working men use one or more of the following arrangements: part-time, flexitime, annualised hours, term-time working, job share and home-working¹⁰.
- 4.7 Although women now constitute just under half of all the UK's employees women are still working predominantly in lower paid areas - the five 'Cs': cleaning, catering, caring, cashiering and clerical work. This has remained the case despite major social changes elsewhere and the greater engagement of women in the workforce.

⁵ Source: Facts about women and men in Great Britain, Equal Opportunities Commission 2006

⁶ Source: 2001 census

⁷ Source: Moving on up? Report of the EOC's investigation into Bangladeshi, Pakistani and Black Caribbean women and work. EOC March 2007.

⁸ Includes Census categories Black Caribbean, Black African and White & Asian

⁹ Includes Census categories White & Black Caribbean, White & Black African and Other Black

¹⁰ Source: Facts about women and men in Great Britain, Equal Opportunities Commission 2006

- 4.8** Fifteen per cent of the total London workforce is low paid (defined as earning below the London Living Wage, which was £7.05 per hour in 2006). Nineteen per cent of all women employees in London are low paid, compared to 12 per cent of male employees. This disparity in wages, together with other factors such as the high rate of female sole parents and difficulties with access to childcare, contribute to higher rates of poverty amongst women¹¹.
- 4.9** In the UK women who work full time earn 13 per cent less than men who work full time, based on median hourly earnings¹². The median is the midpoint of incomes, a measure which avoids the distorting statistical effect of extremely high incomes earned by relatively small numbers of people. The gap between median incomes for men and women in London is the same as that for the UK. However, when the range of more extreme incomes is included, calculation of the average (mean) gap in pay between men and women reveals a gap of 23 per cent in London, compared to a mean gender pay gap of 17 per cent for the UK as a whole⁸.
- 4.10** The overall trend in the gender pay gap has been downwards. In 1971 the gap in the UK was over 35 per cent, and in 1986 it stood at just over 25 per cent. However, in the last two decades the downward trend has lessened considerably and the pay gap persists. The Women and Work Commission¹⁰ reported the causes of the gender pay gap as being due to a combination of factors:
- occupational gender segregation, where 'women's jobs' are under-valued
 - length of work experience
 - number of interruptions to work experience
 - part-time employment experience
 - qualifications and skills
 - travel to work issues
 - discriminatory treatment of women at work.
- 4.11** In 2005 the Equal Opportunities Commission completed a formal investigation into occupational gender segregation in five sectors of the economy: construction, engineering, plumbing, information and communications technology (ICT) (all male-dominated) and childcare (female dominated). That investigation¹³ found a clear correlation between a lack of women in the workforce and skills shortages. It also found that pay in childcare, the only female-dominated sector, was generally half, or less, than that in construction, plumbing or ICT. A survey of modern apprenticeship pay rates¹⁴ found a £40, or 26 per cent, per week pay gap between male and female apprentices, due to the high level of segregation. At level two, Early Years Care and Education apprentices earned the lowest rate across all levels and sectors, averaging only £78 per week. In comparison, construction apprentices at level two averaged £136 per week and at level three this rose to £167 per week.
- 4.12** The Women and Work Commission found occupational gender segregation to be one of the main causes of the gender pay gap. As construction is one of the most heavily segregated sectors, the ODA has examined what contribution it can make to tackling this in a manner proportionate to its mission, and has set its gender equality objectives accordingly.

¹¹ Source: Women in London's Economy, GLA 2007.

¹² Source: Shaping a Fairer Future, report of the Government's Women and Work Commission, February 2006.

¹³ Free to choose: Tackling gender barriers to better jobs. England Final Report Equal Opportunities Commission, March 2005.

¹⁴ Free to Choose: Tackling gender barriers to better jobs. One year on progress report EOC March 2006

5 CONTEXT: WOMEN IN CONSTRUCTION

- 5.1 The proportion of the total working population employed in construction stands at 7.9 per cent in the UK, 6.4 per cent in London and 7.6 per cent in the five Host Boroughs¹⁵.

Women's representation in construction in the UK and London is shown in the table below:

	UK	London
Construction - manual	1.2%	2.0%
Construction - non-manual	31.8%	31.7%
All construction	10.4%	11.9%

Percentage of women in construction

(Labour Force Survey: Four quarter average, Summer 2005 to Spring 2006 inclusive)

The relatively high proportion of women in non-manual construction occupations (31.8 per cent) includes all those women in secretarial and administrative support positions. This masks the low proportions of women in the white collar construction-related professions, where in 2005 women constituted¹⁶:

- 14 per cent of building professionals (architects, town planners, quantity surveyors and chartered surveyors)
- five per cent of engineering professionals
- 11 per cent of draughtspersons and building inspectors
- 13 per cent of information and communications technology professionals.

The proportion of women working in manual trades in construction is extremely low:

- 1.2 per cent of those working in skilled metal and electrical trades
- 1.1 per cent of those in skilled construction and building trades¹⁷.

- 5.2 Despite efforts by a number of organisations on a number of fronts, the proportion of women in construction has not changed in recent years. Since 1990 it has remained broadly stable between 10 and 12 per cent. The Equal Opportunities Commission's (EOC) formal investigation into occupational gender segregation¹⁸ found that while there were many specific initiatives across Government (and more widely) to increase the numbers of workers in non-traditional areas, these efforts were often insufficiently joined-up and sustained. The EOC made a number of high level recommendations for a more strategic approach and these are now being taken forward by Government. The ODA can contribute toward this strategic agenda, and seeks to do this in its gender equality objectives.
- 5.3 Evidence indicates that considerably more women, although still relatively small proportions overall, train in construction than are employed in the industry. For example, in London nearly nine per cent of first year trainees in construction courses in Further Education (FE) colleges are female yet just two per cent of manual construction workers in London are women.
- 5.4 One of the major limitations to women entering manual construction trades is the relationship of formal education and training to practical work experience and employment. Studies have shown that women tend to have higher levels of formal

¹⁵ Source: NOMIS, Annual population survey 2005.

¹⁶ Source: UK Resource Centre for women in science, technology and engineering, from Labour Force Survey four quarter average 2005

¹⁷ Source: UK Resource Centre for women in science, technology and engineering, from Labour Force Survey four quarter average 2005.

¹⁸ Source: Free to Choose: One year on progress report EOC March 2006

qualifications than their male counterparts, but many do not succeed in gaining employment. The construction industry is characterised by a relatively low skills equilibrium where formal qualifications are not accorded much value. Instead workers who have acquired skills on the job qualify informally as semi-skilled or skilled. Work experience is critical to gaining employment, so formal qualifications earned in college do not necessarily lead to entry into the industry unless they are complemented by practical work placements¹⁹.

- 5.5** This is an area which was raised repeatedly in the ODA's consultation on developing its gender equality objectives. Many organisations suggested that the ODA could make a significant contribution by providing onsite work placements to unemployed women who had acquired Level 2 qualifications from FE college, but had been unsuccessful in obtaining sustainable employment in construction due to their lack of work experience and other factors including discrimination. This issue has, therefore, been addressed in the ODA's gender equality objectives.
- 5.6** The Equal Opportunities Commission's (EOC) formal investigation into occupational gender segregation²⁰ found that women tended to lack information and advice about training and career options in the industry, which was perceived by women to consist of conventionally 'men's jobs'. But in a survey of year ten pupils in eight schools, the EOC found that 80 per cent of girls said they would or might be interested in a non-traditional job, 76 per cent of girls wanted to try non-traditional work before making their job choices, 12 per cent of girls expressed a specific interest in construction work. The ODA proposes, therefore, to hold an annual Women and Girls into Construction Day in conjunction with partners such as ConstructionSkills, the five Host Boroughs and contractors.
- 5.7** The EOC found that many employers saw the business case for change in terms of gender segregation. Six out of 10 employers in construction said taking on more women recruits could help them to meet skills shortages, and eight out of 10 said a better gender mix would create a better range of skills and talents²¹.

¹⁹ The Construction Industry in London and Diversity Performance, GLA February 2007

²⁰ Source: Free to Choose: One year on progress report EOC March 2006

²¹ Source: EOC survey of 140 apprenticeship employers in Englanc, quoted in Free to Choose: One year on progress report EOC March 2006

6 EQUALITY AND DIVERSITY STRATEGY

6.1 The ODA's gender equality objectives arise from the ODA's wider equality and diversity strategy, which is based upon five strands:

INCLUSIVE DESIGN	
<p>Aim</p> <ul style="list-style-type: none"> • Create and build an Olympic Park, venues and facilities (both for the Games and for the legacy provision) which are inclusive for women and men of all cultures, faiths and ages and fully accessible to disabled people with a wide range of impairments, and provide an accessible transport network. 	<p>Outcome</p> <ul style="list-style-type: none"> • Highly inclusive built environment and facilities, and an accessible transport network, for the Games and legacy provision.
EMPLOYMENT OPPORTUNITIES	
<p>Aims</p> <ul style="list-style-type: none"> • Ensure that all the processes used to recruit and manage employees working to build the venues, infrastructure and transport (including employees working within the supply chain) are demonstrably fair and offer equal opportunities to all. • Work with partner organisations to encourage women, BAME and disabled people to train and apply for jobs in construction and allied areas where they have traditionally been under-represented, and to combat workplace discrimination. 	<p>Outcomes</p> <ul style="list-style-type: none"> • Demonstrably fair recruitment processes operating at all levels of the supply chain. • Fair proportion of Black, Asian and minority ethnic (BAME) people employed in building the Olympic Park infrastructure, venues, and transport. • Visible contribution to tackling occupational gender segregation in construction and allied areas.
BUSINESS OPPORTUNITIES	
<p>Aim</p> <ul style="list-style-type: none"> • Ensure that the procurement of all work, goods and services arising from the Olympic Delivery Authority's programme is transparent, fair and open to diverse suppliers, including businesses owned by BAME people, women and disabled people. 	<p>Outcomes</p> <ul style="list-style-type: none"> • Demonstrably fair tendering and contract award processes. • Businesses owned by BAME, women, and disabled people operating in the supply chain.

TARGETED COMMUNITY ENGAGEMENT	
Aim <ul style="list-style-type: none"> • Engage with and involve diverse groups within the local communities. 	Outcome <ul style="list-style-type: none"> • A sense of ownership of the design and construction of the Olympic Park and venues across all communities, which specifically includes BAME and different faith communities, women, disabled people, younger and older people, lesbian, gay, bisexual and transgendered people.
INTEGRATION AND CAPACITY-BUILDING	
Aim <ul style="list-style-type: none"> • Build the ODA's own organisational capacity in equality and diversity and develop the equality competence of its direct employees. • Integrate equality and diversity into the ODA's business processes. 	Outcomes <ul style="list-style-type: none"> • Increased organisational capacity and individual competence in equality. • Equality integrated into business processes.

6.2 Each of the strands of the strategy is interlinked. The actions the ODA takes in relation to integration and capacity-building will enable the ODA to continually increase its effectiveness in delivering on the other four strands. Engaging with diverse communities will be essential in delivering on its aims in relation to inclusive design, employment opportunities and business opportunities.

7 GENDER EQUALITY OBJECTIVES

7.1 In drawing up its gender equality objectives the ODA has assessed at high level the potential impact it can have on promoting gender equality. The area where the ODA believes it can have the biggest impact is in the area of combating occupational gender segregation in construction. It can do this both as a direct, but small, employer itself, and, more significantly, through its contractors. The ODA can also have a secondary impact on gender equality by ensuring it recognises gender differences in relation to transport and design.

7.2 In drawing up its gender equality objectives the ODA has been mindful of the imperatives of time and cost in relation to its overall programme. The ODA has developed gender equality objectives which it believes it can genuinely deliver, and which can be delivered in the context of its overall programme. The ODA believes its gender equality objectives will assist in the delivery of its overall programme, as they will contribute to building a more effective and flexible construction industry.

The ODA's gender equality objectives for the period 2007 to 2010 are shown below. The rationale behind these objectives and the action the ODA will take to achieve them is explained in paragraphs eight to 12.

7.3

1	Inclusive Design	
	1.1	Ensure that the needs of both women and men are taken into account in the design of the Olympic Park, venues and facilities (both for the Games and for the legacy provision).
2	Employment Opportunities (Contractors)	
	2.1	Take positive steps to attract women to apply for vacancies throughout the supply chain, in conjunction with its main contractors, LDA, Local Labour and Business Scheme and other partners.
	2.2	Ensure that the recruitment process to vacancies throughout the supply chain is equitable and offers equal opportunities to women and men.
	2.3	Ensure that the workplace at all sites for Olympic projects is welcoming for women.
	2.4	Take proactive steps to combat onsite sexual harassment and discrimination.
	2.5	In conjunction with the LDA and ConstructionSkills, establish a project to provide women qualified in construction trades with onsite work experience and support to gain sustainable employment in construction.
	2.6	In conjunction with partners, train unemployed women in specific construction skills (short courses) to equip them to compete successfully for vacancies on ODA projects.
	2.7	Establish a working partnership between our main contractors and bodies working to increase women's representation in construction, with the aim of increasing the visibility of women in construction and combating gender stereotypes in construction.
3	Business Opportunities	
	3.1	Take steps to encourage women-owned businesses to tender for contracts within the supply chain.
	3.2	Monitor the procurement process throughout the supply chain to ensure it is fair.
4	Targeted Community Engagement	
	4.1	Hold an annual Women and Girls in Construction Day, in conjunction with partners.
5	Employment (ODA and CLM)	
	5.1	Increase the proportion of women employed in senior roles within the ODA and CLM.
	5.2	Undertake an Equal Pay Review within CLM.

8 INCLUSIVE DESIGN

- 8.1** In achieving an accessible and inclusive Olympic Park, venues and facilities, the differing needs of both men and women will be recognised, in both Games and legacy mode. It is widely recognised that women's fear of crime is greater than men's, and that design for safety, therefore, has a greater relevance to women. Women still carry the majority of childcare responsibilities, and therefore all design issues affecting childcare, provision for play, and pram and buggy parking and access are particularly relevant to women. The ODA is developing design guidance which will address women's safety issues, the needs of children and those caring for children. The ODA will, through that guidance and ongoing design reviews, ensure that appropriate internal and external facilities are designed that meet the requirements of all users.
- 8.2** The ODA will also seek to influence its Delivery Partners who are developing the transport network to take gender differences into account in the design of transport services. The key gender differences in transport are the differing use of public transport by women and men (women making more use of public transport for leisure, health and caring responsibilities outside of the main commuter travel times) and women's differing experiences and greater fears regarding safety on public transport.

9 EMPLOYMENT OPPORTUNITIES (CONTRACTORS)

- 9.1** This is the area where the ODA believes it can make maximum impact on promoting gender equality and make a visible contribution to combating occupational gender segregation.
- 9.2** The first four objectives address gender equality at different stages of the employment cycle: attraction, recruitment and retention.
- 9.3** **ATTRACTION:**
The ODA will work with its main contractors, the Local Labour and Business Scheme and other partners to develop a positive action advertising and outreach plan to encourage BAME people, disabled people and women to apply for vacancies on ODA projects. This will be based on detailed forecasting of the demand for specific jobs, and more detailed supply-side analysis of the situation facing women and minority groups in specific professions. This will allow a targeted and timed plan of specific actions to be developed and implemented.
- 9.4** **RECRUITMENT:**
The ODA requires all its contractors to have an agreed recruitment policy and procedure which should meet best practice in relation to equal opportunity. Contractors are also required to operate equality monitoring of their recruitment process – so that the proportion of women at the stages of application, short-listing and appointment can be measured. This monitoring will show if the recruitment process has an adverse effect on women, and action will be taken to rectify this.
- 9.5** **RETENTION:**
In relation to physical facilities onsite, the ODA has built gender equality into its Health and Safety Standard which is a contractual requirement, and against which compliance will be audited. This covers welfare facilities meeting the needs of both women and men, specified in relation to toilets (including sanitary dispensing and disposal), showers and changing facilities.
- 9.6** In relation to workplace culture, which can be hostile to women, the ODA requires all its contractors to actively promote gender equality, to operate an effective harassment policy and procedure and to operate an effective flexible working policy and procedure. The ODA will operate an equality assurance process in relation to these requirements.
- 9.7** The ODA recognises the inevitable gap between policy and practice on the ground. One possible means of providing support to women on site are workplace representatives with a specific brief and expertise in equality matters. The ODA, therefore, supports the creation of specialist trades union equality representatives, as recommended by the Women and Work Commission.
- 9.8** The final three gender equality objectives under the Employment Opportunities Strand focus on where the ODA can, in conjunction with its partners, contribute to overcoming wider barriers to entry for women in construction.
- 9.9** Firstly, the ODA intends to establish a project, in partnership with the London Development Agency and ConstructionSkills, which will work with our contractors to provide onsite work experience for unemployed women who have previously obtained construction Level 2 qualifications from FE colleges, but have, due to structural barriers

and discrimination, been unsuccessful in gaining the required work experience necessary to obtain sustainable employment in construction.

- 9.10** The project will also support women to gain construction skills which can be acquired through short courses and put those women forward for specific vacancies notified by contractors, such as plant operators. The project will have a specific focus on women, utilising all the learning that has been gained in previous and current projects focusing on women in construction, and research into this area²². The project will address other barriers faced by women such as the reluctance of employers to take women on, women's disproportionate need for childcare and disproportionate lack of driving licenses compared with men, and women's need for additional confidence-building and support to enter what is often perceived as a 'man's world'.
- 9.11** Finally, the project will seek to address some of the wider issues of gender stereotyping in employment by establishing a working partnership between its main contractors and bodies working to increase women's representation in construction. One aim of this partnership will be to increase the visibility of women in construction and to combat gender stereotypes.

²² Projects such as those run by Women and Manual Trades. Research such as "I ain't no tea lady" from the Women into Work: Building Futures Project, 2006; Inclusion: the Changing role of Women in the Construction Workforce, Chartered Institute of Building, 2006.

10 BUSINESS OPPORTUNITIES

- 10.1** The ODA has a broad aim of ensuring that procurement of all work, goods and services arising from the ODA's programme is transparent, fair and open to diverse suppliers, including businesses owned by women, Black, Asian and minority ethnic people and disabled people.
- 10.2** The ODA will take steps to ensure that businesses owned by women have easy access to information about contracting opportunities and are encouraged to register their interest in supply. The ODA will work with women's business networks such as Prowess to achieve this.
- 10.3** The ODA is also implementing equality monitoring of the procurement process, and requiring its main contractors to monitor their own procurement processes. This will make it possible to measure the proportion of women-owned businesses at different stages in the process including: expression of interest, pre-qualification, tendering and award. The ODA will then take action as appropriate, depending on the outcome of that monitoring.

11 TARGETED COMMUNITY ENGAGEMENT

- 11.1 The ODA intends to hold, in conjunction with partners, an annual day to showcase and celebrate its achievements in relation to combating occupational gender segregation. This will be on the theme of Women and Girls in Construction. The exact format will be determined in conjunction with partners. The ODA intends to communicate in whatever way it can to young women, in particular those young women living in the Boroughs surrounding the Olympic Park, that careers and work in construction are open to women and that women can and do make a significant contribution in this field.

12 EMPLOYMENT (ODA and CLM)

12.1 Composition of the ODA's workforce

The ODA itself directly employs a relatively small workforce. Its workforce in February 2007 totalled 181 and comprised three groups:

- employees directly employed
- secondees from other organisations
- temporary staff employed via agencies while recruitment to permanent posts is underway.

The gender breakdown of this workforce is shown below:

	Total number of staff	Total women	% Women
Employees	91	45	49%
Secondees	24	6	25%
Agency staff	66	22	33%
Total	181	73	40%

The ODA uses five pay bands. The gender breakdown of permanent staff and secondees by pay band, in February 2007, is shown below:

Pay band	Total staff	% Women
1 Administrative support	29	86%
2 Professionals	24	42%
3 Managers	34	26%
4 Heads of Function	20	30%
5 Directors	8	13%

The overall gender balance of the ODA's workforce, at 40 per cent women overall, is good, given the traditional male dominance of the construction industry and regeneration sector. However, the ODA is conscious that its women staff are concentrated into the lower pay bands and has developed an action plan to address this over time. The objective of this action plan is to increase the proportion of women employed in senior roles (band 3 and above) by:

- proactively advertising the ODA's family friendly policies, making the ODA's approach to work-life balance more visible to prospective candidates
- reviewing recruitment processes and taking action to encourage more female applicants to senior roles
- working with appropriate external bodies to establish development programmes to engage women professionals and students on construction-related courses.

12.2 Composition of CLM's workforce

For the purposes of meeting its statutory duty to promote gender equality, the ODA is treating CLM, its Delivery Partner, as part of the ODA. As of 31 January 2007 CLM's workforce consisted of 171 staff. These staff are seconded from CH2M Hill, Laing O'Rourke, Mace and various strategic partners. Thirty-two of these staff (19 per cent) are women.

The breakdown by grade of those staff is as follows:

Grade	Total no. of staff	% women
Administrative and Assistant Technicians	8	88%
Technician	6	33%
Professional	8	63%
Senior professional	31	23%
Manager	40	18%
Senior manager	43	5%
Director	30	7%
Senior director	5	0%

CLM is currently developing its internal Equality and Inclusion Development Plan. This plan will be finalised by the end of April 2007.

12.3 Recruitment

The ODA began recruiting in December 2005. The ODA's initial recruitment system is through a web-based system, which was not set up for full tracking of applications through all the stages of recruitment. The ODA is in the process of establishing a comprehensive computer-based Human Resources (HR) system, and is looking at ways of improving its existing recruitment system which will allow for full recruitment monitoring from Autumn 2007.

In the period January 2006 to March 2007, a total of 100 recruitment campaigns were run, recruiting 100 people. A total of 6,562 applications were received, of which 39 per cent came from women. 49 per cent of those appointed were women.

CLM is currently in the process of establishing equality monitoring of its recruitment process. CLM's recruitment process and systems will allow the capture of information on gender, race and disability at all stages of the process, i.e. application, short-listing and appointment.

12.4 Performance assessments

The ODA operates a formal performance assessment system which links individual performance with reward through performance appraisal. The performance year runs from 1 April to 31 March. The first full year of performance appraisal has not yet been completed.

CLM is currently establishing its own systems of performance appraisal, as distinct from those of its parent companies. Its new system will include equality monitoring.

12.5 Equal Pay

ODA: In March 2007, the ODA carried out an initial equal pay screening review to compare the pay of women and men doing work rated as equivalent.

The approach taken was to consider the salary levels of all ODA employees by pay band and gender. Individual salaries were aggregated by pay band and gender to determine average salary levels. An analysis then took place to determine if there were any significant differences in the average salary levels of women and men in the same

pay band, or any patterns of basic pay differences between women and men, that would require further investigation.

The conclusions of the initial screening review were that no significant differences or patterns were identified.

CLM: In March 2007 CLM carried out an initial equal pay screening review to compare the pay of women and men doing work rated as equivalent. This initial screening showed a pattern of some significant gender pay gaps at certain levels. In preparation for an Equal Pay Review in mid-2007 CLM is currently taking the following actions:

- reviewing pay practices within the parent companies
- reviewing length of service within the parent companies to establish if there is any correlation between higher salaries within a grade and length of service
- reviewing salaries to identify any unjustified anomalies, with a view to making necessary adjustments in the next salary review.

13 MONITORING GENDER EQUALITY

13.1 Employment, training and procurement

The ODA believes that effective gender monitoring will be critical to achieving its gender equality aims. Effective gender monitoring involves not just the efficient collection of data, but also effective analysis, in conjunction with contractors and other stakeholders, feedback to the relevant parties, identification and planning of action required (where appropriate), and implementation of those actions.

The ODA requires its direct contractors to collect and supply information on the ethnic group, gender, disability and postcode of residence of their existing workforce working on ODA contracts along with people going through the recruitment process for vacancies on those contracts, trainees, apprentices and those on work experience placements. Similar monitoring of the procurement process will be undertaken throughout the supply chain. The ODA also requires its main contractors to collect the same information from their sub-contractors.

The ODA is developing systems to support its contractors in implementing such monitoring through its supply chain management programme. The ODA will publish the outcome of this monitoring on an annual basis.

Such equality monitoring will be relatively new to the construction sector. The ODA intends to use the results of this monitoring to inform its own actions and those of its immediate partners and contractors. The ODA also hopes the Government and the Commission for Equality and Human Rights (CEHR) will be able to use the lessons learned in the broader government programme to combat occupational gender segregation.

13.2 The full range of measures to be used by the ODA to measure the success of its equality strategy can be found in the ODA's draft equality and diversity strategy, which can be viewed on the london2012.com website.

14 GENDER EQUALITY IMPACT ASSESSMENT

14.1 Arrangements for conducting gender equality impact assessments

The ODA has incorporated equality impact assessment into the process of developing business cases for its major projects. The ODA's purpose in conducting an equality impact assessment, in relation to gender, is two-fold:

- to identify any possible unintended adverse gender impact and the actions required to eliminate this
- to identify those areas where the ODA can actively promote gender equality and the actions required to achieve this.

14.2 Assessing the equality impact of procurement

The ODA has identified its procurement function as its top priority for a detailed gender equality impact assessment. Procurement is significant in two ways. Firstly the procurement process allows the ODA to assess the equal opportunities practices of contractors and sub-contractors. The equality-related contract clauses, and compliance management, allow the ODA to influence contractor's practices. Secondly, procurement and supply chain management allows the ODA to meet its aim of opening up business opportunities to small and medium size enterprises and women-owned businesses.

A considerable amount of work has already been completed on the equality impact assessment of the procurement function, and the ODA aims to publish the outcome of that assessment in Summer 2007. An ongoing programme of equality impact assessments of prioritised functions will then follow.

15 CONSULTATION

- 15.1** The ODA has recently completed a public consultation on its draft Equality and Diversity Strategy. A total of 68 organisations responded, including the Trades Union Congress, six trades unions, nine business organisations or companies, and 17 voluntary/community organisations.
- 15.2** Many positive comments were received with regard to its proposed aims regarding equality monitoring, positive action advertising and positive action training and its proposed outcome of making a visible contribution to combating occupational gender segregation. Discussions have been held, regarding the development of the ODA's gender equality objectives, with a number of organisations and potential partners including the Women and Equality Unit of the Department of Communities and Local Government, the UK Resource Centre for Women in Science, Engineering and Technology, ConstructionSkills, SummitSkills, the Greater London Authority, the London Development Agency, Women in Manual Trades, five Borough Partnership and Learning and Skills Council.

16 DELIVERY ARRANGEMENTS

- 16.1** The ODA is currently developing its detailed equality and diversity delivery programme. This will be presented, along with the final Equality and Diversity Strategy, to the ODA Board in Summer 2007.
- 16.2** A Board member acts as champion for equality and diversity.
- 16.3** An executive level Equality and Diversity Board has been established to oversee and monitor the implementation of the equality and diversity delivery plan. This will be chaired by the Chief Executive.
- 16.4** The Equality and Diversity Board will review the equality monitoring data on a quarterly basis. It will also review progress annually against the ODA's gender equality objectives, prior to publication of the annual gender equality progress report.